

REVISION OF FITNESS REPORT  
FORM 37-189, 1 May 1954 (FORM 45, 1 Oct 1954)

I SUMMARY

1. The current Fitness Report (1 May 1954) has been revised for submission to the CIA Career Council. A first revision was prepared on the basis of replies obtained from supervisors to a questionnaire (Fitness Report Questionnaire 45b, 1 August 1954), on the current Report, and on the basis of discussions with supervisors and personnel officials. This first revision was discussed with supervisors (60 in all) in eleven groups. A further revision was made and submitted to the task force appointed by the CIA Career Council. The bases for these revisions are reported here.

2. Initially, the plan had been to confine the revision to the removal or clarification of questions concerning which there was the most complaint. More far-reaching revision could be planned, then, on the basis of essential additional and basic studies. The results of the questionnaire tended to confirm this point of view. With the exception of approximately a fourth of the items in Section IV of the current report, the form appeared well accepted. Replies to the questionnaire did make clear that no question can be found that is approved by all. Further, the results pointed clearly that to show or not to show the report to the subordinate was the most controversial issue.

3. Initial discussions with supervisors pushed the revision in the direction of major additions on job performance and job potential. Discussion of the initial revision with additional supervisors pushed further changes, largely minor, for clarification and for a major change in policy concerning the controversial issue "to show or not to show". The final recommendations are as follows:

a. The proposed revision be divided in two physically separate parts, the first concerned with job performance and the second with employee potential.

(1) Parts I and II be used for annual reports. Part I only be used for special reports (changes of assignment, etc.) supergrade personnel, and for certain jobs not requiring information concerning potential.

(2) Part I be shown to the subordinate at the discretion of the supervisor, with his explanation of his action included on the form.

(3) Part II be regarded as a privilege communication to management and not shown.

b. The proposed revision be adopted and given a trial run in small offices in each major component of the Agency.

c. A training program for supervisor accompany and/or precede the introduction of the form Agency-wide.

d. The proposed revision and the new policy represent a strong step in the direction of a fitness reporting system better adapted to specific purposes. Initial and final revision are presented in Appendices I and II.

## II SPECIFIC FINDINGS

### 1. Characteristics of Supervisors Participating in Studies

a. Fitness Report Questionnaire Form Number 45b, 1 August 1954, was intended to be distributed to 1500 supervisors, each component getting a number proportionate to its strength. Somewhat less than 300 replies were received in time for analysis. This is a disappointingly small return. However, those who did return the questionnaire were supervisors of considerable maturity as the tabulations in Tab A indicate.

b. The supervisors, career management and personnel officers with whom problems of fitness reporting in general and the initial revision were discussed were mature and experienced. In particular, about 25 of them, who were members of the Panel of Examiners, had had much experience in trying to interpret fitness reports in conjunction with their work in making recommendations to the CIA Selection Board on applications for membership in the Career Staff.

### 2. Questions Pertaining to Current Assignment of Rated Individual

a. Question: Do you believe that Item 3 (State the specific assignments or tasks which are typical of those given to the employee during the past three to six months) should also be completed by the employee and attached to this form?

<u>Replies</u>	<u>Number</u>	<u>%</u>
Strongly approve	22	9.2
Approve	61	25.6
Acceptable	34	14.3
Disapprove	65	27.3
Strongly disapprove	12	5.0
No response	14	18.5
		49.1%
		50.8%

b. Questionnaire results show opinion rather evenly divided on the matter of having the rated person write out what his job duties have been. Initial discussions with career management and personnel officers brought out no real uses for even the supervisor's completion of this section. It had originally been included to obtain an indirect evaluation of the rated person on the basis of the importance of the assignments given him. No evidence could be obtained that this purpose or any other was being served by this section. It was, therefore, eliminated. A section on specific duties was added. It was believed that this might be more useful. Supervisors agreed.

### 3. Questions Pertaining to the "Show or Not Show" Issue

Fitness Report Form Number 37-189 requires this certification: "I certify that, during the latter half of the period covered by this report, I have discussed with the rated individual the manner in which he has performed his job and provided suggestions and criticisms wherever needed. I believe that his understanding of my evaluation of his performance is consistent with my evaluation of him as evidenced by this fitness report and I have informed him of his strengths, weaknesses, and on-the-job effectiveness. If performance during the report period has been unsatisfactory, there is attached a copy of the memorandum notifying him of unsatisfactory performance. This report has/has not been shown to the individual rated." Questions concerning this section and replies to them are given below. Questions from the questionnaire are paraphrased to save space.

a. Question: Do you feel a warning letter should be given (Required or Optional) to a definitely unsatisfactory employee?

<u>Replies</u>	<u>Number</u>	<u>%</u>
Required	236	79
Optional	51	18
No response	10	3

b. Question: In the case of a definitely unsatisfactory employee, do you feel that the discussion required by the certification should be required or optional?

<u>Replied</u>	<u>Number</u>	<u>%</u>
Required	267	93
Optional	18	6
No response	2	1

c. Question: In the case of all other employees, do you feel such a discussion should be required or optional?

<u>Replies</u>	<u>Number</u>	<u>%</u>
Required	115	51
Optional	139	48
No response	3	1

d. Question: On this subject of keeping employees informed and thereby helping them to improve, what is your feeling about the usefulness of some training sessions for supervisors designed to help them in performing this function?

<u>Replies</u>	<u>Number</u>	<u>%</u>
Strongly approve	99	34
Approve	100	35
Acceptable	63	22
Disapprove	17	6
Strongly disapprove	3	1
		91%
		7%

e. Question: In the case of a definitely unsatisfactory employee, do you feel that the showing of his fitness report to him should be required or optional?

<u>Replies</u>	<u>Number</u>	<u>%</u>
Required	164	57
Optional	93	32
Not permitted	25	9
No response	5	2
		89%
		11%

f. Question: In the case of all other employees, do you feel that showing their Fitness Report to them should be required?

<u>Replies</u>	<u>Number</u>	<u>%</u>
Required	113	50
Optional	119	41
Not permitted	20	7
No response	5	2

g. Question: What is your feeling about leaving the certification section as it now is?

<u>Replies</u>	<u>Number</u>	<u>%</u>
Strongly approve	38	13
Approve	109	38
Acceptable	72	25
Disapprove	51	18
Strongly Disapprove	9	3
No response	8	3
		76%
		21%

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h. Question: If the option on showing or not showing the report continues, by whom should the decision to show or not to show be made?

<u>Replies</u>	<u>Number</u>	<u>%</u>
Immediate supervisor	137	48
Major organization component	108	38
Other	34	12
No response	8	3

#### DISCUSSION -

a. The above replies bring out clearly the opinion that not only should the work of an unsatisfactory employee be discussed with him, but also that he be given a formal letter of warning. About half of the supervisors believe discussion of job performance should be required for all employees. A great majority believe that training in conducting such interviews should be given. When it comes to showing the fitness report to the employee in addition to discussing his performance with him, opinion tends slightly in the direction of a mandatory showing, but a solid third want it optional. If it is optional, most believe it should be the immediate supervisor who decides. According to the questionnaire results, the present policy of optional showing is preferred by most. Discussions with supervisors, where the basic issues could be thoroughly aired, bring out a different picture. To 39 supervisors, the direct question was asked on whether they approved the present policy of optional showing. Eight (8) approved and thirty-one (31) disapproved. During the discussions with groups involving 60 supervisors, 34 expressed themselves as desiring that whatever policy is established should be consistent Agency-wide.

b. Where is the report being shown and where not shown? To answer this question, 500 reports that were shown and 500 reports that were not shown were selected and the offices from which each came, tabulated. The results are given in Tab B

c. Does showing make any difference in the ratings given? The two groups of 500 were compared on selected items. For the four items in Section IV that were compared, there was a tendency for fewer ratings of "Does not apply" and "Applies to a limited degree" to be given, where the report was shown. The percentages of each group in the sum of these two categories is given below.



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d. Categories - Degree of application: Percent in the Two Categories  
"Does Not Apply" and "Applies to a Limited Degree"

<u>Item</u>	<u>Report Shown</u>	<u>Report Not Shown</u>
Can make decisions on his own when need arises	2.8	5.8
Has initiative	2.6	5.6
Has sense of humor	1.8	3.2
A good supervisor	9.4	12.2

e. Performance and Promotability - Also compared were the job performance scale, the promotability scale, and the overall value scale. The sum of those checking the bottom three steps in the job performance scale, the bottom two steps in the promotability scale, and the bottom four steps of the overall value scale are given below.

Percent Checking Unfavorable Statements in the  
 Performance, Promotability and Overall Value Scales.

<u>Scale</u>		
Job performance	7.6	17.6
Promotability	17.4	34.2
Overall Value	22.0	33.8

DISCUSSION -

a. It is clear there is a tendency for the reports shown to be more favorable. Whether the supervisors who show the report rate more leniently, or whether they pick their better people to show the report to, is not certain. It is more likely to be the former, on the basis of studies conducted elsewhere. It is the writer's guess that the longer a reporting system is in operation, the greater will become the difference between shown and not shown reports. A supervisor who shows a report and spends countless hours in fruitless discussion to justify that report to the subordinate, is quite likely to decide that a shown fitness report is no place for complete candor.

b. The general conclusion from all this information seems to be that on the issue of showing or not showing the report, opinions are divided and heatedly held. The conclusions the writer draws are these:

(1) There is a sizable minority who oppose present policy because it is not consistent across the Agency.

(2) A majority would approve showing a report concerned

with job performance and designed to help the supervisor deal more effectively with his subordinates.

(3) A minority will strongly resist showing a form which is not designed for that purpose.

(4) A majority would approve a report which is a privileged communication to management, provided there existed a report which could be shown.

(5) A small minority will oppose any privileged communication of any type.

(6) The greatest approval would be obtained for a form designed to be shown unless the supervisor felt it unwise. In such an instance, he would explain on the form why he did not show the report.

(7) A majority would approve two specially designed reports, one to promote effective dealing of supervisor with subordinate, the other a privileged communication to management.

(8) Form No. 37-189 (45) does not lend itself to a clear-cut show or not show practice because it contains some information not suitable for showing and since opinion on showing it is close to being equally divided. On the basis of these conclusions the proposed revision physically separates a job performance part and an employee potential part, the first to be shown at the option of the supervisor and the second to be regarded as a privileged communication to management and not shown.

h. Reaction to Descriptive Items in Section IV of Form No. 37-189 (45)

a. The detailed replies are given in Table I. To facilitate interpretation, in Table II are given the sums of percentages of those strongly approving, approving, and of finding the description acceptable for inclusion in a fitness report (See Tab C, Tables I and II.) For the most part, the results in Tables I and II were followed in eliminating items. None were retained for the proposed revision when the sum of its percent, strongly approving, approving, and finding the description acceptable did not reach 88%. Item "A good supervisor" was eliminated because of the inclusion of questions on supervision elsewhere. The sample, "Able to see another's point of view," was retained as an item. Samples were felt unnecessary any longer. The item, "Sense of humor" was eliminated because of some vehement objections to it on the part of



supervisors. Minor changes were made in the wording to make all the constructions parallel. It is of interest to note that none of the 50 items are given 100% approval. Apparently questions for fitness reporting cannot be found to which someone will not object. Approval by 85 to 95 percent appears to be the most that can be expected. Reading the comments about this section of the report brings out a further point. While items may be disapproved, many supervisors have put questions of their own. To illustrate, in reading 50 questionnaires, there were found suggestions for more than 50 additional items. One is forced to conclude that if an item were rejected whenever anyone objected to it, there would be no report; and if every item suggested were accepted, a fitness report would become book-size.

b. Questions were also asked concerning the rating scale used in indicating how well a description applied to the individual. Not only was a question asked concerning the scale used, but four other scales were presented.

(1) The scale used in present report.

SCALE A - The scale below is the one currently used in Section IV of the Fitness Report. You will note this scale describes five degrees of a trait. Under each of the top four, three choices are provided - so that you can rate a person in any one of thirteen classifications.

STATEMENTS

CATEGORIES

A. ABLE TO SEE ANOTHER'S  
POINT OF VIEW.

B. PRACTICAL.

SAMPLES	NOT OB- SERVED	DOES NOT APPLY	APPLIES TO A LIMITED DEGREE			APPLIES TO A REASONABLE DEGREE			APPLIES TO AN ABOVE AVERAGE DEGREE			APPLIES TO AN OUTSTANDING DEGREE		
			X											
										X				

Supervisors' attitudes toward above scale:

<u>Replies</u>	<u>Number</u>	<u>%</u>
Strongly approve	21	7
Approve	67	23
Acceptable	79	28
Disapprove	77	27
Strongly disapprove	38	13
No response	5	2
		58%
		42%



(2) First proposed substitute

**SCALE B** - Other descriptive phrases than those showing in Scale A can be used, as well as other numbers of rating classifications. The scale below shows another way in which such ratings could be set up.

STATEMENTS	CATEGORIES							
	NOT OBSERVED	DEFICIENT	MARKEDLY BELOW	SOMEWHAT BELOW	AVERAGE	SOMEWHAT ABOVE	MARKEDLY ABOVE	OUT-STANDING
A. ABLE TO SEE ANOTHER'S POINT OF VIEW.								
B. PRACTICAL.								

Supervisors' attitudes toward above scale:

<u>Replies</u>	<u>Number</u>	<u>%</u>
Strongly approve	28	10
Approve	56	20
Acceptable	98	34
Disapprove	79	28
Strongly disapprove	18	6
No response	8	3
		<u>64%</u>
		<u>36%</u>

(3) Second proposed substitute

**SCALE C** - Instead of using thirteen or seven classifications, other numbers such as five could be chosen. Scale C below illustrates such a scale.

STATEMENTS	CATEGORIES					
	NOT OBSERVED	MARKEDLY LACKING	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	OUT-STANDING
A. ABLE TO SEE ANOTHER'S POINT OF VIEW.						
B. PRACTICAL.						

Supervisors' attitudes toward above scale:

<u>Replies</u>	<u>Number</u>	<u>%</u>
Strongly approve	33	11
Approve	70	24
Acceptable	82	29
Disapprove	86	30
Strongly disapprove	10	3
No response	6	2
		<u>64%</u>
		<u>36%</u>

(4) Third proposed substitute

**SCALE D** - Still using five classifications, as in Scale C, we could use different descriptive terms. Scale D illustrates another set of such terms.

**Directions:** In rating an individual, consider how he compares with others you have known in similar lines of work.

## STATEMENTS

## CATEGORIES

A. ABLE TO SEE ANOTHER'S POINT OF VIEW.

B. PRACTICAL.

NOT OBSERVED	BEST 10%	NEXT 20%	MIDDLE 40%	NEXT 20%	LOWEST 10%

Supervisors' attitude toward above scale:

<u>Replies</u>	<u>Number</u>	<u>%</u>
Strongly approve	6	2
Approve	10	3
Acceptable	32	11
Disapprove	165	57
Strongly disapprove	69	24
No response	5	2
		16%
		84%

(5) Fourth proposed substitute

**SCALE E** - Another form for presenting such a list of characteristics for rating is as follows:

**Directions:** Place a check mark (✓) in the box which you feel best describes the employee for each characteristic described below.

1. ACCURACY OF REPORTING		
AN EXCEPTIONALLY ACCURATE REPORTER OF EVENTS	HIS REPORTS ARE USUALLY ACCURATE AND OCCASIONALLY CONTAIN SOME ERRORS	HIS REPORTS ARE SO INACCURATE THEY MAY CAUSE SERIOUS DIFFICULTIES
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. MAKING DECISIONS		
CAN BE RELIED ON TO MAKE DECISIONS ON HIS OWN WHENEVER THE NEED ARISES	CAN BE RELIED UPON TO MAKE DECISIONS ON HIS OWN IN MOST CASES, BUT WOULD REQUIRE SUPPORT ON SOME OCCASIONS	CAN MAKE NO DECISIONS ON HIS OWN, MUST HAVE SUPPORT AT ALL TIMES
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Supervisors' attitude toward above scale:

<u>Replies</u>	<u>Number</u>	<u>%</u>
Strongly approve	6	2
Approve	21	7
Acceptable	47	16
Disapprove	137	48
Strongly disapprove	67	23
No response	9	3
		75%

DISCUSSION - Supervisors' preference among the five above scales.

a. The questionnaire contained this question: "You have now considered five ways of recording opinions on a rating scale--scales A, B, C, D, and E. Which one of these five would you prefer to use?" Supervisors' preference in terms of percentage of first choices given each scale:

	<u>Number</u>	<u>%</u>
(1) or Scale A	83	29
(2) or Scale B	63	22
(3) or Scale C	91	32
(4) or Scale D	16	6
(5) or Scale E	19	7
No response	15	5

b. Considering the sum of strongly approve, approve and acceptable answers, Scale B is most preferred. When a choice among all five is requested, Scale C is slightly preferred. Balancing the small differences against the advantages accruing from keeping a scale supervisors were accustomed to, it was decided not to change the scale. The discussion with supervisors revealed so much heat concerning the definition of "Does not apply" in the scale currently used that this was changed to "Applies to the least possible degree." "Applies to a reasonable degree" was changed to "Applies to an average degree." The number of steps in the scale was reduced to five, no shading of opinion being possible on the proposed revision. These changes represent a compromise to moving farther in the direction of the questionnaire results and keeping a scale sufficiently similar to the one supervisors are now accustomed to and, hence, avoiding the confusion that arises from radical change.

5. Questions requiring narrative response (Section V in Fitness Report)

a. Question: What are his outstanding strengths?

<u>Replies</u>	<u>Number</u>	<u>%</u>
Strongly Approve	74	26
Approve	140	49
Acceptable	41	14
Disapprove	20	7
Strongly disapprove	2	1
No response	10	3
		89%
		11%

b. Question: What are his outstanding weaknesses?

<u>Replies</u>	<u>Number</u>	<u>%</u>
Strongly Approve	67	23
Approve	131	46
Acceptable	44	15
Disapprove	30	10
Strongly disapprove	3	1
No response	12	4
		84%
		16%

c. Question: Indicate if you think any single strength outweighs all other considerations?

<u>Replies</u>	<u>Number</u>	<u>%</u>
Strongly Approve	44	15
Approve	87	30
Acceptable	85	30
Disapprove	52	18
Strongly Disapprove	7	2
No response	12	4
		75%
		25%

d. Question: Do you feel he requires close supervision?

<u>Replies</u>	<u>Number</u>	<u>%</u>
Strongly Approve	68	24
Approve	138	48
Acceptable	44	15
Disapprove	23	8
Strongly Disapprove	1	-
No response	13	5
		87%
		13%

e. Question: What training do you recommend for this individual?

<u>Replies</u>	<u>Number</u>	<u>%</u>	
Strongly approve	76	26	
Approve	148	52	
Acceptable	42	15	93%
Disapprove	8	3	
Strongly disapprove	0	-	
No response	13	5	7%

f. Question: Other comments. (Indicate here general traits, specific habits, or characteristics not covered elsewhere in the report, but which have a bearing on effective utilization of this person.)

<u>Replies</u>	<u>Number</u>	<u>%</u>	
Strongly approve	58	20	
Approve	136	47	
Acceptable	45	16	83%
Disapprove	14	5	
Strongly disapprove	0	-	
No response	34	12	17%

These questions requiring a narrative reply were generally approved. Later discussion brought out points concerning insufficient space and difficulty of separating the replies. Hence, in the proposed revision, the basic ideas of these questions were retained in consolidated form and more space provided.

6. Questions Concerning Rating in Job Performance:a. Questions:

- (1) Does not perform duties adequately: He is incompetent.
- (2) Barely adequate in performance: Although he has had specific guidance or training. He often fails to carry out responsibilities competently.
- (3) Performs most of his duties acceptably: Occasionally reveals some area of weakness.
- (4) Performs duties in a typically competent. Effective manner.
- (5) A fine performance: Carries out many of his responsibilities exceptionally well.

- (6) Performs his duties in such an outstanding manner that he is equalled by few other persons known to the rater.

Is this individual better qualified for work in some other area? No \_\_\_\_ Yes \_\_\_\_\_. If yes, what?

b. Attitude of supervisors toward above scale:

<u>Replies</u>	<u>Number</u>	<u>%</u>
Strongly approve	57	20
Approve	172	60
Acceptable	34	12
Disapprove	16	6
Strongly disapprove	1	0.3
No response	7	2
		92%
		7.3%

7. Questions concerning promotability scale:

a. The present scale:

- (1) Has reached the highest grade level at which satisfactory performance can be expected.
- (2) Is making progress. But needs more time in present grade before promotion to a higher grade can be recommended.
- (3) Is ready to take on responsibilities of the next higher grade. But may need training in some areas.
- (4) Will probably adjust quickly to the more responsible duties of the next higher grade.
- (5) Is already performing at the level of the next higher grade.
- (6) An exceptional person who is one of the few who should be considered for rapid advancement.

Supervisors' attitude toward present scale:

<u>Replies</u>	<u>Number</u>	<u>%</u>
Strongly approve	51	18
Approve	150	52
Acceptable	51	18
Disapprove	24	8
Strongly disapprove	5	2
No response	6	2
		88%
		12%

b. A proposed promotability scale:

- (1) Would be definitely harmful to the organization.

- (2) Should not be considered.
- (3) Lacking in some respects. Adequate in others.
- (4) Probably can handle responsibilities of next higher grade.
- (5) Is clearly capable of performing at more responsible level.
- (6) Outstandingly capable, organization would benefit if his responsibilities were increased.

Attitude toward above scale:

<u>Replies</u>	<u>Number</u>	<u>%</u>
Strongly approve	9	3
Approve	58	20
Acceptable	78	27
Disapprove	108	38
Strongly disapprove	19	7
No response	15	5
		50%
		50%

Supervisors' choice between the two promotability scales:

	<u>Number</u>	<u>%</u>
Scale B-1 (Present scale)	196	68
Scale B-2	40	14
No response	51	18

c. Questions concerning attitude toward Agency:

- (1) Has an antagonistic attitude toward the Agency..will definitely leave the Agency at the first opportunity.
- (2) Has strong negative attitude toward Agency..irked by restrictions...regards Agency as a temporary stop until he can get something better.
- (3) Tends to have an unfavorable attitude toward the Agency..bothered by minor frustrations.. will quit if these continue.
- (4) His attitude toward the Agency is indifferent...has "wait and see" attitude..would leave if someone offered him something better.
- (5) Tends to have favorable attitude toward Agency..makes allowances for restrictions imposed by working for Agency..thinks in terms of a career in the Agency.
- (6) Definitely has favorable attitude toward the Agency..barring an unexpected outside opportunity, will probably endeavor to make a career in the Agency.
- (7) Has an enthusiastic attitude toward the Agency..will probably never consider working any place but in the Agency.



Attitudes toward above scale:

<u>Replies</u>	<u>Number</u>	<u>%</u>
Strongly approve	28	10
Approve	115	40
Acceptable	78	27
Disapprove	47	16
Strongly disapprove	12	4
No response	7	2
		77%
		23%

8. Questions concerning a proposed substitute for the attitude toward Agency Rating Scale:

a. Questions: Likelihood of continuing with Agency.

- (1) Will leave at first opportunity even at apparent sacrifice of pay, status, etc.
- (2) Will leave for any reasonably comparable job.
- (3) Believes he can find more attractive opportunities elsewhere.
- (4) Believes organization compares well with other places to work.
- (5) Expects career with organization. Outside job would have to be unusually attractive to be considered.
- (6) Regards organization as ideal place to work. Not interested in other job possibilities.

If you have heard any expression of dissatisfaction from this person during this period, but a check mark in the appropriate box.

- (a) Thinks pay is insufficient.
- (b) Regards opportunities for promotion inadequate.
- (c) Dislikes nature of assignment.
- (d) Irked by organization restrictions.
- (e) Resents supervision.
- (f) Other-specify.

Attitude toward above scale:

<u>Replies</u>	<u>Number</u>	<u>%</u>
Strongly approve	18	6
Approve	94	33
Acceptable	60	21
Disapprove	74	26
Strongly disapprove	24	8
No response	17	6
		60%
		40%

b. Questions concerning choice of the two attitudes toward Agency Scales.

<u>Replies</u>	<u>Number</u>	<u>%</u>
Scale C-1	126	44
Scale C-2	99	34
No response	62	22

c. Questions concerning rating on overall value scale.

- (1) Definitely unsuitable - he should be separated.
- (2) Of doubtful suitability. Would not have accepted him if I had known what I know now.
- (3) A barely acceptable employee..definitely below average but with no weaknesses sufficiently outstanding to warrant his separation.
- (4) A typical employee..he displays the same suitability as most of the people I know in the Agency.
- (5) A fine employee - has some outstanding strengths.
- (6) An unusually strong person in terms of the requirements of the Agency.
- (7) Excelled by only a few in suitability for work in the Agency.

<u>Replies</u>	<u>Numbers</u>	<u>%</u>
Strongly approve	46	16
Approve	162	56
Acceptable	49	17
Disapprove	18	6
Strongly disapprove	5	2
No response	7	2
		<u>89%</u>
		<u>11%</u>

9. The general-type ratings contained in Section VI of the present form are, it is clear, approved by a substantial majority. The "Attitude toward Agency" scale was eliminated because the responses turned out to be so concentrated on two of the scale points that it was useless to personnel and career management people. The space saved was used for other scales considered more important. Minor changes were made in three scales retained. Directions were clarified. With the changes made, it appears certain the report will be more acceptable to the supervisors than the present form. In the discussion of the initial revision, 56 supervisors were asked their preference between continuing with the present form or changing to the new form. They were unanimous in preferring the new form. It is believed that the revision proposed for adoption will be even better liked.

Appendex I Initial draft of Fitness Report

II Final draft of Fitness Report

Tab A Replies to Questionnaire

1. Compilation of Replies to Fitness Report by Components of Agency
2. Evaluation of Miscellaneous Information

Tab B An Analysis of 1001 Fitness Reports

Tab C Reaction to Descriptive Items

Table I

Table II